

# EXHIBIT “14”

**From:** Joanna Waley-Cohen <joanna.waleycohen@nyu.edu>  
**Sent:** Friday, March 24, 2017 7:46 AM  
**To:** Matthew Belanger  
**Cc:** Maria E Montoya; Joanna Waley-Cohen (jw5@nyu.edu)  
**Subject:** Re: Latest Offer Letter

Hi Matthew

Best you continue this conversation with Maria as I know you discussed this with her before she left.

Hope your back pain is improving and will soon be gone.

best,  
Joanna

On Fri, Mar 24, 2017 at 12:02 PM, <mb1065@nyu.edu> wrote:

> Hi both, the latest offer letter is a bit of a surprise to me. It's a  
> full year shorter than the one I received in January, not sure if that  
> is a simple mistake? It's also more vague in relation to course  
> overload compensation when I was pushing for greater clarity. At a  
> minimum it shouldn't be less clear / more open to interpretation than  
> my current offer. Those course banking protections from my current  
> offer, I honestly haven't even benefitted from because it's not like  
> I've actually been able to take the release time I've accrued, however  
> they are important to me because of the degree to which it has been  
> necessary for me to overload. My current offer does explicitly say  
> that my course banking will apply to future offers as well, yet the  
> new offer doesn't provide nearly the same level of clarity, quite the  
> opposite, it seems to attempt to establish ambiguity. I sought clarity  
> because I recognized that the actual terms of my current offer were  
> not sustainable under my new teaching load. And I honestly did it as  
> much to protect the institution as myself. Can we discuss as soon as  
> possible? Today if at all possible? I recognize that Maria is in transit. But I'd really appreciate closure on all this asap.  
>  
> Best,  
> Matt

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\*Joanna Waley-Cohen 衛周安\*

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